



DEPARTMENT OF THE NAVY
COMMANDER MILITARY SEALIFT COMMAND
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Subj: MILITARY SEALIFT COMMAND ORGANIZATIONAL CHANGES

Encl: (1) MSC Fleet Recapitalization Support Team Concept of Operations dated 1 April 2004
(2) Fleet Recapitalization Support Team Organization Chart

1. Purpose. To direct an organizational change in Headquarters staff that reflects the establishment of the Fleet Recapitalization Support Team (FRST).

2. Background. The Commander, MSC (COMSC) directed the establishment of an integrated process team (IPT) to develop the concept of operations for a centralized project management team that would serve to assist Program Managers with the introduction of new construction and conversion vessels into the MSC fleet. The IPT has provided their recommendations to COMSC and the decision has been made to establish such a team. Additionally, the team shall assist in coordinating transfers and special projects and identifying new technologies. The new group will also establish and manage the repository for related policies and procedures, approaches for project management and ship/ship class lessons learned, and shall be responsible for the development of all business case analyses to support new business initiatives.

3. Actions.

a. The FRST will be an independent project management team, charged with the responsibilities described in enclosure (1) and organized in accordance with enclosure (2). FRST will report to the Chief of Staff and will be established in a phased approach.

(1) Phase I. Recruitment and selection of the FRST Director. Using enclosures (1) and (2), and additional background information provided by the Vessel Intro IPT, N1 shall create a new Position Description for the FRST Director and shall commence the recruitment action by 14 January 2005. The ceiling point for this position will be transferred from N9. The FRST Director shall be a GS-15 in the appropriate job series. The selecting official for the FRST Director shall be N02.

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(2) Phase II

(a) The new technology billet presently in N9 will transfer to the FRST. The five Owner's Representative billets presently assigned, administratively, to COMSCPAC N7 will be re-aligned within the FRST. Appropriate personnel actions to accomplish this re-alignment will be completed by N9 and COMSCPAC N7 within 30 days after the completion of Phase I.

(b) The FRST Director will develop new Position Descriptions and be given authority to recruit and hire an Administrative Assistant (GS8/9), one Integrated Logistics Support Specialist (GS13/14), one Management Analyst (GS12/13) and one Senior Project Manager (GS13/14).

(c) PM1 and PM2 T-AKE and Cobra Judy Replacement project officers shall provide matrix support to the FRST, specifically for the purpose of providing new ship introduction lessons learned realized to date related to these two projects.

(d) Military Sealift Command, Headquarters Administrative Support Center shall provide administrative support during this phase until such time as the FRST has hired an Administrative Assistant.

b. N4 shall identify appropriate permanent office space within buildings 210 and 157 for the FRST, to accommodate a minimum of seven people, and up to 10 to allow for adjustments based on FRST workload.

c. N8 shall establish a new budget authorization for the FRST, effective within 30 days of the completion of Phase I. The FRST Director will establish budgetary requirements. COMSCPAC N7 and HQ N9 budgets will be adjusted accordingly.



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Distribution:

COMSCINST 5215.5

List I (Case A, B, C)

SNDL 41B (MSC Area Commanders)

41C (MSC NFAF East/West)

41D (MSC Offices)

41E (APMC)

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Military Sealift Command
Fleet Recapitalization Support Team
(FRST)
Concept of Operations
1 April 2004

I. Mission

1. The Fleet Recapitalization Support Team (FRST) will be overall coordinator for MSC requirements of new ship construction, conversion, transfer and special projects. This includes standardization of design and construction, crewing, safety, logistics, communications, navigation, life cycle, maintenance, environmental, energy, regulatory & classification requirements and guidance. In addition, the FRST will be capable of providing advice and guidance for programmatic issues with external organizations involved in ship acquisition and transfer. The overarching purpose is to ensure a consistent Command-wide approach is applied to all new ship construction, conversion and transfer initiatives. Additionally, the FRST will ensure the most current regulations, processes, guidance, lessons learned and technology are incorporated in these initiatives.

II. Responsibilities

1. Process Development:

a. Develop and promote new/revised command processes on issues relating to new ship construction, conversion, transfers and special projects, as necessary.

b. Develop processes for MSC involvement in new construction and conversion. Update as necessary with new information and initiatives learned from projects.

c. Develop processes for transfer projects. Update as necessary.

d. Develop processes for special projects. Maintain records of actual process versus written process and record where the differences occurred. Utilize lessons learned for next project.

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2. Guidance and Expertise:

a. Provide input into Command Strategy regarding ship acquisition and transfer of ships into the MSC fleet.

(1) Advise with regards to the Command's strategic approach and perform strategic assessments/tradeoffs for Command's new business ventures and new ship acquisition projects. Provide recommendations to the N9 new business development group regarding costs/benefits of proposed new business projects.

(2) Develop plans, in collaboration with the Program Managers, for recapitalization of the MSC Fleet.

(3) Provide guidance to Program Managers and Functional Directors on acquisition strategy, planning for, and execution of new ship construction, conversion, transfers, and special projects.

3. Team Composition and Formation:

a. Formulate a unique team for each project considering the Program Manager, type of project and duration of project.

(1) Considering each Program, project type and duration, develop a proposal for the PM consisting of team composition, skill sets, numbers of core and field people.

(2) Develop a timeline and budget of personnel for phasing resources considering preliminary planning, design, construction or conversion time, introduction to the fleet, and guarantee issues.

(3) Execute personnel actions required to gather resources and form teams. Develop a plan to eventually disestablish resources at phased intervals and execute the same.

(4) Establish a mutually agreed upon milestone for the formal handoff from the FRST to the PM.

(5) Develop and execute a Memorandum Of Agreement (MOA) between the FRST and PM that confirms the requirement defined by paragraph 3a.

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4. Interface with N9:

a. Develop and maintain a relationship with the N9 business development group (N93). Provide support to N93 and accept formal project handoff for promising new business.

(1) N93 will perform the functions outlined in COMSC Instruction 5420.10, with the following exceptions: New business budgeting and financial planning, acquisition strategy and project planning. These functions will now be performed by FRST and COMSC Instruction 5420.10 will be modified accordingly. N93 will continue to be the primary face to prospective new customers until such time as a commitment is made and a handoff to FRST has been completed.

(2) FRST will provide support to N93 by producing timely, accurate business case analyses that can be used to support proposals for MSC new business initiatives. Once N93 has obtained a commitment from a prospective new customer to use the services of MSC, FRST will assume primary responsibility to complete the project proposal and manage project implementation in collaboration with the appropriate MSC Program Manager. N93 will be kept informed of project development status and proposal development.

(3) N93 will work closely with FRST and MSC Program Managers to ensure that commitments made during the proposal phase are executed properly and that a smooth handoff is achieved between N93 and FRST and the applicable MSC Program Manager. When appropriate, N93 business development specialists will rotate into the FRST organization to maintain continuity on long-term complex new business proposals. In such cases, the Command will identify a replacement asset for N93.

5. Early Involvement:

a. Advise Program Managers and provide the lead effort for specific MSC involvement in new ship acquisition projects.

(1) Identify any new construction projects in their infancy.

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(2) Ensure proper coordination and early involvement of Program Managers and other command resources in new ship acquisition projects. Coordinate and develop business case analyses, cost estimates, schedules, engineering and maintenance, manning, logistics, and legal issues.

(3) Participate in studies and planning efforts with other Navy commands, government agencies and private organizations on ship transfers, new construction, conversions, complex charters, and special projects.

6. Customer Focus:

a. Provide a quality service to the Program Managers to assist them in introducing operational and maintainable assets into the MSC fleet and related special projects and services while also representing the best interests of the command.

(1) Provide upfront support to the PM as soon as a project is identified to determine manpower and resources required to support project.

(2) Analyze available resources to determine the best fit to support the PM project both in HQ and in field. Contract for services if a particular expertise is required.

(3) Focus on unique MSC operational requirements and past experiences and lessons learned for new construction. Influence NAVSEA to incorporate as many of these requirements as possible.

(4) Advocate life cycle issues on all projects and work to lower total ownership costs.

(5) Maintain constant contact with the PM to ensure requirements are being met and incorporate all lessons learned on other projects on a continuous basis.

(6) Provide mechanisms for customer feedback on services rendered by this group.

7. Knowledge Management:

a. Gather, analyze and implement a structured lessons learned program from new construction, conversion, transfers and special projects.

(1) Improve FRST processes by incorporating lessons learned.

(2) Promote cross-pollination of design and construction ideas on new construction, conversion and transfers.

(3) Develop and manage structured repository of lessons learned.

b. Maintain the Corporate Knowledge and History of new construction, conversion, transfers and special projects. Gather, retain and interpret historical information related to the business of the FRST. Apply to programmatic and project specific information. Such information shall be accessible and available for the use of the FRST or other entities in the future.

(1) Develop and maintain standard/model documents for use on FRST projects.

(2) Develop a system of documenting and retrieving historical decisions and data related to FRST business.

(3) Develop a system to track and respond to trends related to FRST business (e.g., guarantee issues).

(4) Capture and record total ownership cost initiatives.

8. New Technology And Process Insertion:

a. Support continuous improvement by being responsible for exploring new technology/processes and identifying candidates with a potential return in the design, construction, conversion and transfer of MSC ships.

(1) Lead the insertion of selected new technology/processes into the specification and requirements for the new design and construction, modification, transfers, and special projects for MSC ships.

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(2) Establish a structured benchmarking process in support of exploring and internalizing best methods and practices with a potential return to MSC.

(3) Identify candidates for benchmarking. Schedule and execute the process, generate and promulgate the findings, and promote the insertion of findings applicable to the MSC mission.

9. Fleet Involvement:

a. Develop a structured approach to integrate end-users (mariners and life-cycle managers) into the complete process from early-on project definition and development of requirements, through crew familiarization training, commissioning, testing, and initial operation.

10. Relationship with NAVSEA:

a. Develop and maintain a standing relationship with the NAVSEA acquisition management in order to assist on programs of NAVSEA responsibility that provide vessels for the MSC fleet.

(1) Serve as the main MSC point of contact to NAVSEA for all new ship construction, conversion, transfers, and special projects involving NAVSEA.

(2) Coordinate MSC input to NAVSEA.

(3) Participate in the full range of activities performed by NAVSEA and offer the operator's perspective.

(4) As the Command's expert on NAVSEA processes, provide expert advice and guidance on NAVSEA ship acquisition to the various command elements.

11. Relationship with Shipyard and Vendors:

a. Interface with shipyards and critical suppliers/subcontractors in planning and execution of projects as required with the objective to:

(1) Lower costs.

(2) Increase quality.

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(3) Shorten cycle time.

III. Personnel Requirements

1. Skill Sets:

a. Implementation of ship construction, conversion, transfer and special projects requires well-rounded personnel. Overall the organization must be multi-disciplined. Every project is unique and the staffing of the implementation teams must be tailored to the project.

b. The FRST will maintain personnel that are familiar with the following areas:

- (1) Program & Project Management
- (2) Business and Financial
- (3) Acquisition
- (4) Integrated Logistic Support (ILS)
- (5) Marine Industry
 - (a) Ship Operations
 - (b) Ship Manning
 - (c) Ship Construction
 - (d) Engineering

c. While they do not need to be subject matter experts in all areas, they should be familiar with the subjects and understand when to bring in the command experts.

d. Due to the nature of the business and the need to work in a dynamic team environment both internally and externally, the staff of the FRST will also need to possess a positive attitude, strong interpersonal skills, strong communication skills and the ability to multi-task.

2. Personnel Selection:

a. The selection of the right people to staff the FRST is critical to the successful implementation and execution of the FRST.

(1) The Director of the FRST must be credible, trusted, innovative, creative, savvy, possess strong leadership and project management skills and shall obtain DAWIA Level III certification.

(2) The FRST staff will interface across a very broad spectrum of disciplines, therefore, the personality and ability to communicate and work with others is paramount.

3. Development:

a. The group will be responsible for the training and professional development of the core FRST personnel.

(1) Develop, maintain and implement a rotational personnel assignment system to ensure cross training and career progression of personnel within the FRST including Owners Reps.

(2) Develop and manage Individual Development Plans (IDP) for core personnel to ensure increased valued to MSC and steady career progression.

(3) Develop and manage training funds for core personnel.

(4) Provide a career development plan consisting of formal training and developmental assignments for non-core personnel planning to matrix into FRST.

(5) Serve as focal point for training opportunities related to FRST business.

4. Group Characteristics:

a. The Director of the FRST will work with Program Managers to jointly assess the priority and effectiveness of assigned personnel.

(1) Review and evaluate effectiveness of personnel management for assigned projects.

(2) Maintain versatility and flexibility in organization.

5. MSC Owner's Representatives:

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a. MSC Owner's Representatives (MSC-OR) will be a core group of mobile personnel with specialized knowledge. They will be deployed to the Program Manager by providing on-site representation during the design, construction, conversion, modification, transfers, and special projects for MSC ships.

(1) Provide technical and programmatic support during the formulation, review, and execution of ship design, construction, conversion, transfers, and special projects to the Program Manager, and depending on the circumstances, to the Functional Directorates and other divisions of MSC.

(2) Responsible for ensuring that the ship design and construction satisfies MSC-unique requirements and standards and MSC-critical concerns involving mission systems, operability, life-cycle costs, reliability, habitability, maintainability, safety, environmental protection, and compliance with regulatory and classification body requirements.

(3) Coordinate the crew turnover process including logistics support, vessel familiarization and pre-delivery training for the prospective MSC crew and port engineering and other staff.

(4) Coordinate all MSC-related activity associated with final ship acceptance, delivery, manning, and maiden sail-away.

(5) Provides advisory and technical support to the receiving MSC Program Manager in the planning and execution of post-delivery activity.

IV. Functions

1. For each of the following functions, the FRST shall, as negotiated with PM, provide planning and scheduling for the project, resources, management of task execution, recommendations on operational, technical and logistics areas of concern and documentation of the processes and products.

a. Business Case Analysis for specific projects, including assumptions, methodology, sources, findings, and alternatives for further analysis.

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b. New Ship Construction Acquisition support, including requirements definition, alternatives, proposal development, source selection, design, construction, delivery, integration into the fleet and post delivery support.

c. Ship Conversion Acquisition support, including requirements definition, alternatives, proposal development, source selection, design, construction, delivery, integration into the fleet and post delivery support.

d. Ship Transfer support, including requirements, platform assessment, operations, classification/certification transition requirements, manning, logistics, ship modifications, turnover, integration into the fleet and post delivery support.

e. Special Projects support including issues identification, applicable laws, rules or regulations, relationships with other DoD components or government organizations, alternatives, pros and cons, cost estimates/impacts, recommendations (if applicable) and related areas of interest. Projects include, but not limited to, unique charters, ship acquisitions, ship deactivation/activation, maritime services, other floating platforms, military useful features on ships/platforms, new marine technologies, existing or new technologies from other fields that may have marine applications.

f. Facilitate MSC's assumption of Planning Yard functions in support of new ship construction, conversion, transfers and special projects.

FRST Organizational Chart

